

Information and Communication Technology Strategy

ICT Strategy



The Thabachweu Local Municipality policies are statements of principles and practices dealing with the on-going management and administration of the Municipality's IT assets. These policies act as a guiding frame of reference for how the Municipality deals with everything from its day- to-day IT operational and support procedures to comply with security regulations and codes of practice. This "statement of purpose" will guide the actions to be taken to achieve that purpose.



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Overview

TCLM has had no defined IT Strategy in place since, and as a result much of the work that has been done in the intervening years has been business as usual or reactive, either to problems or service requests.

This ICT Strategy document describes the key elements of the ICT strategic vision, details of which may be found in the ICT Strategic Definition (TCLM ICT Strategic Definition 2012-2015 v1.0)

ICT has a significant role to play in enabling the reduction in the cost of doing business whilst minimising the impact on services.

ICT is no longer just a support function; it is a critical service. If it is unavailable, the organisation cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation and underpinning the organisational change programme. The ICT Strategic Definition sets out how we will ensure that the council's ICT infrastructure will support services in responding to these challenges.

The Council has previously adopted a system driven approach to IT development. The Council tends to have incomplete and fragmented information and intelligence. It also has limited transactional web capability.

The Council's new approach is to start from 'what we want to achieve as an organisation' and not 'what systems we need to buy'.

The Council proposes to adopt a design framework approach to further the development of ICT and to assist the Council to achieve its strategic objectives. The ICT Strategic Definition and the Design Framework together provide the foundation for the future delivery of IT across the Council.

Throughout the period of the Strategy, ICT will underpin, support and enable the strategic objectives of the council and its partnerships

Drivers for Change

Technology is required to support business functions, business decisions and legislative directives. Key drivers that affect how ICT can best support and enable the Council, include:

(a) *Strategic*

- The transformation of the Council via the Future Shape programme
- Future opportunities for shared and commissioned services
- The need to focus / prioritise spend on ICT in the areas with the highest priority/need
- The need for comprehensive, consistent, accurate and timely management information, enabling improved decision-making



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- The need to support changes to service delivery

(b) **Information Management and Security**

- The desire to achieve a single, coherent Information Systems portfolio / architecture, rather than one which has emerged / developed over time
- The need to conform to relevant information management legislation and standards
- The need to ensure that the data and information held by the Council is collected, stored and used appropriately and subject to effective controls

(c) **Customer Focus**

- The ICE (Improving Customer Experience) programme.
- The need to focus service delivery around the customer
- (whether ‘citizen’ or ‘business’ or ‘visitor’)
- The need to be able to provide truly ‘joined up’ services across partners and across local and central government
- The need to be able to deliver services outside ‘normal’ office hours

(d) **Major Projects**

- The ICE programme
- To meet the requirements and timescales of the DR site implementation to support the Data Management Centre programme
- To establish the recommendations of the Design Framework and commission and action the resulting major projects

(e) **Technology**

- The desire to take advantage of new and innovative technologies, and new ways of working (e.g. mobile / home working / outreach services)
- Wireless technologies – making services accessible from any and all locations, both for Council officers and Members, and for the public.
- Broadband (BDUK) - Increasing access to broadband for users, business and communities in poorly served areas across the Thaba Chweu Local Municipality
- Social media – the increasing trend for the public to access services and information via social media such as Facebook and Twitter
- Mobile apps and web sites – the delivery of information, and input from the public via smartphones and tablet devices.

The Vision

That ICT will provide a customer centred ICT and Business Development service that:

- Enablers the business to operate effectively and innovatively
- Is responsive to the needs of a diverse range of users
- Is a valued and integral part of the Council’s business processes
- Provides the lead in access to information
- Exploits technology to its full potential



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- Leads in best practice for business process review, promoting and using Lean and efficient processes to improve effectiveness and drive down cost
- Provides leadership in the area of ICT to help ensure the effective use of business information systems within the Council
- Is cost effective and provides value for money

ICT's core values in delivering the vision are encompassed in the word “**CREATIVE**” which in itself means that we aim to be different and innovative. Each word within our “creative” core value statement is an inherent part of our culture and represents both our belief in our people, and the way in which we interact with our customers.

This means that ICT will be:

Customer focused

- **Reliable** – do what we say, when we said we would do it
- **Experienced** and knowledgeable staff
- **Attention to detail**
- **Technology enabled** solutions right for the customers’ business need
- **Innovation and Integrity**, in everything we embark on.
- **Value add** and value for money
- **Enjoyment** – easy and fun to work with

Assumptions

To provide a context for the full strategy a number of assumptions have been made:

- The Strategy is about the vision (the ‘what’), showing where the Council’s ICT needs to be to facilitate and enable the requirements of the Council.
- The Strategy recognises that successful implementation is dependent on significant change in the application and governance of ICT (via the Design Framework)
- The Strategy must support both the local agenda as well as that of central government.
- The Strategy must be as flexible as possible in order to allow for possible alternative means of service delivery in the future (via partnerships, traded/shared services, etc.). Consequently the strategy will be formally reviewed annually to ensure that it accurately reflects and supports corporate and service delivery decisions.
- The Strategy reflects industry best practice and seeks to pre-emptively intercept appropriate innovative developments in technology.
- The Strategy recognises three types of customer – the citizen, businesses and visitors being firmly based upon the customer focused service delivery model.



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The Principles

The Principles of the ICT Strategy include:

- Adherence to the design principles as defined within the Design Framework Architecture Vision, defining what we do and how.
- An holistic approach to service delivery (multi-agency, themed packages of services)
- The adoption of a front-office / back-office model in terms of handling customer service ICT Strategy
- An application portfolio consisting of core corporate applications performing generic functions supported by specific line of business applications for specific business areas.
- Innovation, making use of up-to-date and emerging technology where appropriate and applicable.
- One-time data items (i.e. a data item will not be held / maintained in many places unless by design)
- Accurate, consistent and secure information, subject to all relevant Information Management legislation.
- A single, consistent ICT 'architecture' used across the Council
- Services accessibility via at least one channel 24/7, 365 days a year.

The ICT Strategic Definition describes how the Council applies ICT. It is important that the principles, and strategic direction described in the strategy are communicated to all areas of the Council.

The strategy will be further communicated through the ICT Business Partnering function (previously known as the Account Management function) to ensure clear understanding of the key points within service areas.

All service areas will be required to adhere to the ICT Strategy, and involve ICT in all technology spends, from requirements gathering stages through to options appraisal, purchase and implementation. Adherence to the Strategy ensures consistency of approach, maintains levels of service, stability of solutions and technology, regulatory compliance and above all safety and security of information and data for the protection of the Council, its officers and the public. It also ensures the best use of public money and resources

Actions taken outside the Strategy, for example the purchase of software or hardware without ICT involvement and agreement have no guarantee of resulting in implementation, installation or connection to the corporate network

New projects and changes that do not adhere to or avoid the processes defined within the ICT Strategic Definition will be assumed to have deviated from the ICT Strategy. It will then be the responsibility of the Business Information Steering Committee (BISC) to decide how such deviations should be managed.



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ICT as facilitator of the Strategy

ICT will provide high quality technology-based services, in the most cost-effective manner in collaboration with the business, to meet the needs of the Council in ensuring successful outcomes for our citizens and our community.

To do this ICT as the facilitator, and in conjunction with directorates, will:

- Deliver, support and maintain highly effective, reliable, secure, up to date and innovative information systems that are fit for purpose and support the Council's lines of business, ensuring access to those solutions via the appropriate delivery mechanisms and technologies, according to need.
- Facilitate the collection, storage, security and integrity of data and the distribution of the right information at the right time while ensuring appropriate and easy access to that data and information.
- Provide leadership and governance for effective strategic and tactical planning in the use of technology.
- Provide fast & reliable access to all information systems, ensuring processes are in place to ensure business continuity.
- Manage customer's expectations so that actions are clearly understood and realistic timescales are agreed. We will communicate in plain English and provide training and consultancy where requested to ensure clear and unambiguous communication between ourselves and our customers

ICT are the custodians of the ICT Strategy and are responsible for its production, upkeep, publication and dissemination. However, ownership of the ICT Strategy firmly rests with the Council and its Members and officers.

Key initiatives

- Technical standards will be developed to ensure consistent and appropriate use of ICT throughout the Council
- Standard applications and data sets are in the process of development to assure conformance to the Council's generic data model.
- The Design Framework is defining a series of business cases for major projects in the areas of departmental and infrastructure and application consolidation, delivery mechanisms (including cloud deployment), customer focussed activities, the "information hub", effective document management and mobile working.
- Server infrastructure consolidation and rationalisation – SQL server rationalisation and ongoing virtualisation, also review of delivery methods (e.g. cloud)
- Compliance with ISO27001 via the ISMS (Information Security Management System) project, to achieve compliance and accreditation to the international standard
- Skills audit and services support rationalisation is being progressed, along with medium term resource planning.
- ICT Business Partnering is being rolled out to directorate management teams, ensuring closer day to day links and understanding.



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- Corporate Applications Integration – rationalisation and consolidation of the application architecture will form part of the outputs of the Design Framework project.

The Council and ICT also need to take account and maximise the benefit in the coming years of the Public Services Network (PSN).

The **ICT Strategic Definition** document details the way the Vision of the Strategy will be achieved, (via, for example the use of standard datasets, a key corporate application portfolio and information management), and the project and governance processes that will be followed. It also details key network and infrastructure aspects to achieve the vision, and the relevant technical standards that will be applied.

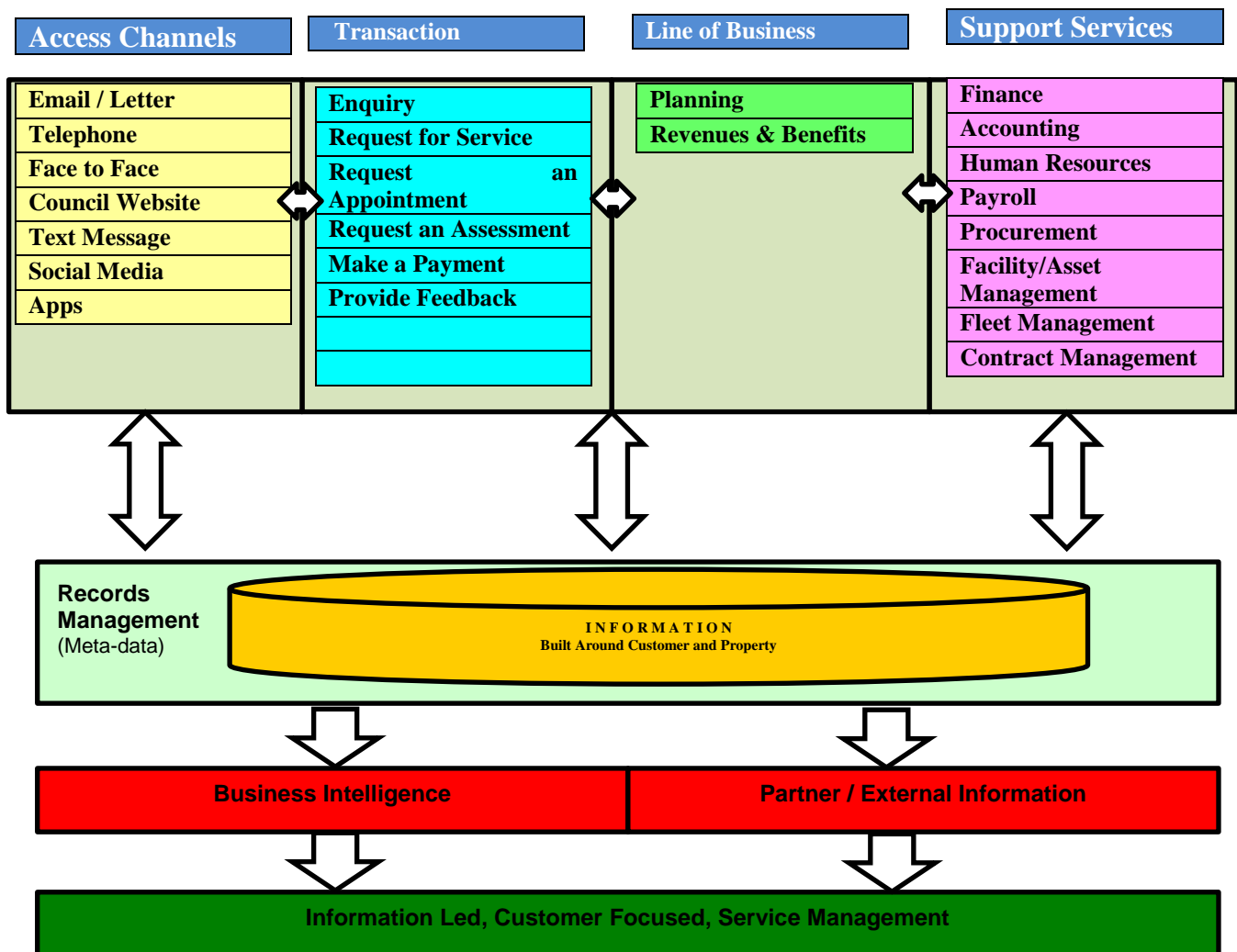
ICT will establish a Design Authority function. The ICT Design Authority will evaluate both any new bids for ICT needs and application review proposals, and establish how these fit in with the overall strategic view. During each review the following is considered:

- Each recommendation **must** meet the Architecture Vision Design Principles, and the overall architecture.
- Each recommendation **must** meet the recognised framework as detailed in this ICT Strategic Definition.
- Each recommendation **must** meet the appropriate Technical and IM standards as detailed in this ICT Strategic Definition.



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The is a pictorial representation of the strategic vision, detailing access channels, transaction types, service specific lines of business and Council wide support services. It shows the interactions between these and how they are underpinned and both informed by and inform business intelligence, records management and information, and the overall goal of intelligence led, customer focused service management.





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The Difference: Outcomes of the ICT Strategy

The following summarises some of the improvements and changes users will see over the life of the strategy.

Activity	Outcomes
Through the use of ICT competences, training and support we will ensure that the Council's workforce has the skills to make the best use of technology	Maximising productivity and changing the way we work.
Continuation of a rolling desktop refresh programme	More modern PCs and laptops will improve reliability and productivity.
Deployment of the latest operating systems and desktop applications	Ensure the Council has modern, flexible collaborative systems to optimise performance and productivity and underpin modern flexible working.
Further data centre rationalisation/collaboration including continued virtualisation.	Improved reliability of servers and Reduced running costs.
Develop a modern transactional website or portal integrated with corporate customer records management.	Improved self-service for citizens with reduced transaction costs for the Authority.
Implementation of a modern Intranet with Electronic Document and Records Management plus digital mail handling.	Improved records management, access to data and information, and collaboration
Removal or replacement of remaining legacy systems.	Improved management of systems and reduced risk of failure
Continue annual review of Information Security requirements in the light of changes in processes and practices.	Ensure data and information is managed securely and that Business Continuity and Disaster Recovery Plans are effective.
Improve Service Desk responsiveness by encouraging self-service, e-forms and, in the longer term, a new service desk application.	Improve productivity by improving the response to problems and encouraging users to resolve common issues themselves.
Review service performance, and benchmark our performance internally and externally.	Ensure we balance value for money with performance and demonstrate value for money.
Leverage the benefits of emerging Cloud solutions, Sebata etc.	Leverage the benefits of emerging Cloud solutions, Sebata etc.



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Key Milestones

Activity	Delivery	Status	Comments
Develop Strategy and Resource plan	End Nov - mid Dec 2015	In Progress	Work has started to save time and effort following initial approval from CFO
Finalise the Draft Business Cases	Dec 2015	In Progress	Through discussion with CFO and with the Portfolio Holder
Procure support for ICT Governance and ICT Service Improvement activity (In-house work).	Dec 2015	In Progress	The document production has begun, then we are required to issue a briefing note to market asap and documents if/once Council approve the ICT strategy.
Procure support for server maintenance and piloting phases.	Dec 2015	In Progress	The document production has begun, then we are required to issue a briefing note to market asap and documents if/once Cabinet approve the ICT strategy.
Implement ICT Governance approach - to improve internal/in-house ways of working	31/06/2015	Not Started	Includes ISO9003 implementation and audit, resource management software and architect support.
Implement ICT Service Improvement - to improve internal/in-house ways of working	31/06/2015	In Progress	Includes costs for monitoring and diagnostic tools, cloud pilot and external support
Undertake Server Virtualization test solutions for the Business Cases – approach the market	31/05/2015	Not Started	External support will be required for the market tests
Close Circuit Television			
Access Control			
Website			
ICT Peripherals Contract Management			
Pilot solutions for the Business Cases	31/05/2015	Not Started	External support for pilots
Procure technology solutions and support to implement	31/07/2015	Not Started	Technology and implementation support, migration, training etc
Full implementation	31/05/2015	Not Started	



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Corrective actions for non-policy compliance

- Failure to comply with the guidelines stipulated in the Municipality's policies will result in the following corrective or disciplinary procedures.
- The decisive action that will be taken against the employee is dependent on the severity level and the level of the security risk.
- Warning from Management
 - The employee receives a warning from their manager that they were in violation of policy.
- Written Warning in Personnel File
 - The employee is reprimanded, and official notice is put in their personnel file. This may have negative consequences during future performance reviews or promotion considerations.
- Revoking Privileges
 - Access to certain resources, such as internet or email, can be revoked for a limited period providing that this action does not have a negative impact on the employee's job functions.
- Training
 - Adequate training to create awareness and guidance on policy compliance.
- Disciplinary action will be determined in compliance to Schedule 8 of the Labour Relations Act 66 of 1995 or other related Public Service Regulations.

Glossary and Abbreviations

Please refer to the Thabachweu Glossary and abbreviations guide.



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Version Control

Version	State/Change	Author	Date
1.0	Original	Sbusiso Langa	
1.1	Changes	Sbusiso Langa	

Author

Name	Designation	Signature	Contact
Sbusiso Langa	Security Officer		+27 13 235 7367

Review

Name	Designation	signature	Date

Approval

Name	Designation	Signature	Date